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REPORT TO THE  
SAN FRANCISCO BOARD OF SUPERVISORS  
  
MANAGEMENT AUDIT  
OF THE  
CITY'S 911 EMERGENCY SERVICES SYSTEM  
UNDER THE  
SAN FRANCISCO POLICE DEPARTMENT'S  
COMMUNICATIONS CONTROL CENTER

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BUDGET ANALYST  
FOR THE  
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**BOARD OF SUPERVISORS****BUDGET ANALYST**

1182 MARKET STREET, ROOM 422

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August 27, 1987

Honorable Jim Gonzalez  
Honorable Willie B. Kennedy  
Members, Board of Supervisors  
Room 235, City Hall  
San Francisco, California 94102

Dear Supervisors Gonzalez and Kennedy:

Pursuant to your request, transmitted herewith is the Budget Analyst's management audit report of the City's 911 Emergency Services System under the San Francisco Police Department's (SFPD) Communications Control Center. This management audit was conducted in accordance with Charter Section 2.401 which authorizes the Board of Supervisors to make inquiries concerning departmental operations. Special attention was given to the training received by civilian Police Communications Dispatchers and the training and evaluation of supervisors assigned to monitor the work of the dispatchers.

A summary of our management audit is as follows:

- Civilian Police Communications Dispatchers, who are the key persons in an effective 911 Emergency Services System, work in a highly stressful environment. The ability of dispatchers to obtain relevant information from members of the public, whose emotional states may range from mild excitement to outright panic, and their ability to make sound dispatch decisions that often involve life threatening situations, represents the first step in the provision of those services that protect the lives and property of persons within the City and County of San Francisco.
- The San Francisco 911 Emergency Services System is operated pursuant to the provisions of the California Government Code, Title V - Local Agencies, Division 2 - Cities, Counties and other Agencies, Article 6 - Local Emergency Telephone System, which establishes the number "911" as the primary emergency telephone number for use in the State of California.

# THE HISTORY OF THE

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FROM THE FIRST SETTLEMENTS TO THE PRESENT TIME

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- The Police Department's Communications Control Center employs a Computer Aided Dispatch (CAD) System in carrying out its dispatch functions. San Francisco's CAD system provides a comprehensive range of functions. Each call for service is entered (typed) into a computer terminal, and the CAD system verifies the location of the call, identifies the reporting area, beat and dispatch zone, checks for possible duplication and produces a printed log of the call. The system immediately forwards the call to the correct dispatcher according to location and priority.
- The Police Department Communications Control Center has a 1987-88 budget of \$7,111,690 and 142 authorized full-time staff positions including 101 Police Communications Dispatchers.
- The Police Department's Communications Control Center is designated as the Public Services Answering Point for 911 calls in the City and County of San Francisco. Operators are responsible for the orderly transfer of emergency service requests to the Department of Health, the San Francisco Fire Department and other agencies. The Police Department's 911 operators are also responsible for the processing of all police emergency services. The 911 Emergency Services System requires two answering position groups, the emergency primary positions (911) and the secondary positions (553-0123).
- During the thirteen month period from June 1986 through July 1987, the number of Police Communications Dispatchers available to work in the radio room decreased by one from 92 to 91. However, there were two months during this period when the number of available dispatchers fell to 81, twenty below the approved position ceiling of 101 positions.
- Many of the Budget Analyst's recommendations are directed toward fully staffing the dispatcher positions, because full staffing is one controllable means of reducing stress by reducing the average number of hours worked per dispatcher (decreased overtime); this may have some spillover effect on reducing turnover.
- While actual dispatch performance was not a primary focus of this management audit, (primary emphasis was on training), the Communications Control Center's performance statistics for the first 6 months of 1987 disclosed that the dispatch time for the highest priority calls (Priority A) was under one minute, which is within the dispatch response time objective established by the Department.
- The examination process for the Police Communications Dispatcher position does not reflect the stressful nature of the job, and as a result, the rate of successful completion of the training program and probationary period is very low. Also, a revision of the examination process to include simultaneous testing of the various job-related skills should improve the quality of dispatch trainees.

The first thing I noticed when I stepped out of the car was the smell of fresh air. It was a relief after being stuck in traffic for so long. I looked around and saw a few people walking towards the building. I felt a bit nervous, but I knew I had to do this. I took a deep breath and walked towards the entrance.

The building was a large, modern structure with many windows. I walked up the stairs and found a room that was exactly what I needed. I felt a sense of accomplishment and knew that I had made the right choice.

The first thing I noticed when I stepped out of the car was the smell of fresh air. It was a relief after being stuck in traffic for so long. I looked around and saw a few people walking towards the building. I felt a bit nervous, but I knew I had to do this. I took a deep breath and walked towards the entrance.

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- The training provided to the Police Communications Dispatcher trainees is thorough and provides the trainees with both the classroom and on-the-job training necessary to become a competent dispatcher. However, the training provided to those personnel who train, supervise and evaluate the trainees is not adequate to assure the development of a high degree of competence for trainers and supervisors.
- Bilinguals have been less successful at completing dispatch training than other trainees, even though test standards for bilinguals are lower. One hundred percent of the trainees who have not successfully completed the last four dispatch training programs have been bilingual. It is possible that there could be a bias in the testing and training of bilinguals recruited for Police Communications Dispatcher positions.
- Since March of 1986, there have been ten trainees who did not successfully complete the Department's Training Program. All ten of these trainees were bilingual trainees.
- Understaffing of the dispatch function increases the level of stress for those dispatchers who are required to work a significant amount of overtime. Replacement of the 15 uniformed police officers, who are detailed to dispatch for 60 day periods throughout the year with civilian Police Communications Dispatchers, would improve the overall quality of the dispatch operation and would enable these uniformed personnel to return to other police duties.
- As noted above, due to the shortage of Police Communications Dispatchers, approximately 15 uniformed police officers are detailed for 60 day tours of duty as dispatchers in the Communications Control Center throughout the year. These officers do not perform the full range of dispatch duties performed by Police Communications Dispatchers. Those Operations Supervisors interviewed and the Training Supervisors stated that the overall quality of the dispatch operation would be improved were these 15 uniformed officers to be replaced by civilian dispatchers. Additional benefits of fully staffing the dispatcher positions with civilian dispatchers would be improved employee morale, reduced overtime usage, reduced stress and stress related absenteeism and a lower rate of employee turnover.

Our report contains the following recommendations:

- Normal background noise of the radio room should be added to the telephone calls received by applicants during the Police Communications Dispatcher performance test.
- The Police Communications Dispatcher performance test should be revised to have applicants identify not only City street names, but also their location on a City map.
- The Police Communications Dispatcher performance test should be revised to have the applicants type the radio codes dictated from a pre-recorded tape rather than write them down; this covers an additional skill that is required on the job (listening and typing simultaneously).

The first step in the process of creating a new product is to identify a market need. This involves conducting market research to determine what consumers want and are willing to pay for. Once a market need has been identified, the next step is to develop a product concept that addresses this need.

After developing a product concept, the next step is to create a business plan. This plan should outline the company's goals, the market it will serve, and the financial projections for the first few years of operation. A business plan is essential for securing funding from investors or lenders.

Once a business plan has been developed, the next step is to secure funding. This can be done through a variety of methods, including bank loans, venture capital, and crowdfunding. Each method has its own advantages and disadvantages, so it is important to choose the one that best fits the company's needs.

After securing funding, the next step is to develop a prototype of the product. This involves creating a small-scale version of the product that can be used to test the market and gather feedback from potential customers. A prototype is also useful for attracting investors and lenders.

Once a prototype has been developed, the next step is to conduct market testing. This involves selling the product to a small group of customers and gathering feedback on their experience. Market testing is important for identifying any problems with the product and making improvements before launching it on a larger scale. After market testing, the next step is to launch the product and begin full-scale production.

Finally, the last step in the process is to monitor the product's performance in the market. This involves tracking sales, customer feedback, and other key metrics to ensure that the product is meeting its goals and making a profit. If necessary, adjustments can be made to the product or marketing strategy to improve performance.

The process of creating a new product is a complex one that requires careful planning and execution. By following these steps, entrepreneurs can increase their chances of success in the marketplace.

In conclusion, the process of creating a new product involves identifying a market need, developing a product concept, creating a business plan, securing funding, developing a prototype, conducting market testing, launching the product, and monitoring its performance. Each step is crucial for the success of the product, and entrepreneurs must be prepared to face the challenges that come with each stage of the process.



- To more accurately reflect the skills required on the job, applicants for the position of Police Communications Dispatcher should be required to type the relevant information obtained from the pre-recorded tape during the performance test.
- Applicants for the position of Police Communications Dispatcher should be required to type the pre-recorded transmission of information verbatim from field units rather than write the information down since typing more accurately reflects the skills required on the job.
- The two Training Supervisors, Senior Police Communications Dispatchers, should be enrolled in a program to improve their supervisory skills and to obtain the skills and knowledge necessary for developing, implementing and evaluating training programs.
- The Civil Service Commission should be requested by the Police Department to develop the specifications for a new intermediate level dispatch position with a salary set between the Police Communications Dispatcher and the Senior Police Communications Dispatcher.
- An appropriate number of successful candidates from the new intermediate communications dispatcher position examination should be selected as a permanent corps of Dispatch Training Officers.
- The Operations Supervisors who oversee the Communications Control Center should be given additional training in the areas of supervision and performance evaluation.
- Performance evaluations of the Operations Supervisors, which have just been implemented this year by the Department, should be conducted at least once a year.
- A training consultant should be hired to assist the training staff in their development of presentation methods and performance evaluation procedures with particular emphasis placed on the training of bilingual recruits.
- At least one ethnic minority should be a part of the permanent training staff of the Dispatch Training Program.
- The management of the Communications Control Center should establish the objective of fully staffing the dispatch function during the 18 months following the development of a new classroom training and on-the-job training program.
- All uniformed police officers detailed throughout the year for 60 days of dispatch duties should be replaced by civilian Police Communications Dispatchers.
- Those dispatch staff who voluntarily terminate employment should be debriefed in an effort to determine what action can be taken by management to reduce the rate of dispatcher turnover.

1. The first part of the report deals with the general situation of the country and the position of the various groups of the population.

2. The second part of the report deals with the economic situation of the country and the position of the various groups of the population.

3. The third part of the report deals with the social situation of the country and the position of the various groups of the population.

4. The fourth part of the report deals with the cultural situation of the country and the position of the various groups of the population.

5. The fifth part of the report deals with the political situation of the country and the position of the various groups of the population.

6. The sixth part of the report deals with the international situation of the country and the position of the various groups of the population.

7. The seventh part of the report deals with the future of the country and the position of the various groups of the population.

8. The eighth part of the report deals with the conclusion of the report and the position of the various groups of the population.

9. The ninth part of the report deals with the appendix of the report and the position of the various groups of the population.

10. The tenth part of the report deals with the bibliography of the report and the position of the various groups of the population.

Honorable Supervisor Gonzalez  
Honorable Supervisor Kennedy  
Members, Board of Supervisors  
August 27, 1987  
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Throughout the course of this management audit, we received the full cooperation and assistance of the Officer in Charge and the staff of the Communications Control Center.

The Officer in Charge of the Communications Control Center has had an opportunity to review and comment on this report. His response is attached to our report on page 28.

Respectfully submitted,

Harvey M. Rose  
Budget Analyst

Project Manager: Washington Johnson

cc: President Walker  
Supervisor Britt  
Supervisor Hongisto  
Supervisor Hsieh  
Supervisor Maher  
Supervisor Molinari  
Supervisor Nelder  
Supervisor Silver  
Supervisor Ward  
Clerk of the Board  
Mayor Feinstein  
Frank Jordan, Chief of Police  
Victor Macia, Deputy Chief of Technical Services  
John Farrell, Controller  
Mark Kertz, Deputy City Attorney





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## INTRODUCTION

At the request of the Board of Supervisors, we have conducted a management audit of the San Francisco Police Department's (SFPD) Communications Control Center (911 Emergency Services System), with special attention given to the training received by dispatchers and the training and evaluation of supervisors assigned to monitor the work of dispatchers. Civilian Police Communications Dispatchers, who are the key persons in an effective 911 Emergency Services System, work in a highly stressful environment. The ability of dispatchers to obtain relevant information from members of the public, whose emotional states may range from mild excitement to outright panic, and their ability to make sound dispatch decisions that often involve life threatening situations, represents the first step in the provision of those services that protect the lives and property of persons within the City and County of San Francisco.

In a system where the stakes are often quite high, mistakes in judgement and inadequately trained personnel, at any level of the operation, can result in dire consequences for members of the public who rely on emergency services. In this audit, we have reviewed the examination given to and the training received by the Police Communications Dispatchers, their Training Supervisors (Senior Police Communications Dispatchers) and their Operational Supervisors (sworn police officers). We have made a number of recommendations as to how the Police Department's Communications Control Center can make the examination for the dispatcher position more relevant to actual working conditions and improve both the quality and kinds of training provided to dispatcher trainees and their supervisors.

### Methodology

As part of this management audit, the Budget Analyst's staff interviewed staff of the Police Communications Control Center, including both civilian and uniformed personnel. We observed operations in the Radio Room and were able to observe both dispatchers and Operational Supervisors at work. We also interviewed Civil Service Commission staff who are responsible for developing, with input from management and staff of the Police Communications Control Center, the minimum job requirements and the testing methods used to determine who is accepted into the Dispatcher Training Program.

### Legal Mandate

The San Francisco 911 Emergency Services System is operated pursuant to the provisions of the California Government Code, Title V - Local Agencies, Division 2 - Cities, Counties and other Agencies, Article 6 - Local Emergency Telephone System, which establishes the number "911" as the primary emergency telephone number for use in the State of California.

### Computer Aided Dispatch System

The San Francisco Police Department's Communications Control Center employs a Computer Aided Dispatch (CAD) System in carrying out its dispatch functions. San Francisco's CAD system provides a comprehensive range of functions. Each call for service is entered (typed) into a computer terminal, and the CAD system verifies the location of the call, identifies the reporting area, beat and dispatch zone, checks for possible duplication and produces a printed log of the call. The system immediately forwards the call to the correct dispatcher according to location and priority. The Police Communications Dispatcher works from a continuously updated monitor display of



outstanding calls, incidents in progress and unit status. The computer system suggests units for dispatch, but the actual decisions are made by the human dispatcher.

Under the Computer Aided Dispatch system, patrol cars, in addition to voice communications, are equipped with digital status units which provide identification and status automatically with each transmission. The units (cars in the field) and field supervisors are equipped with mobile digital display terminals which can receive and track CAD information. Field supervisors can track the units under their command and make additional information requests.

Because the computer system maintains accurate timing of all events, it is possible to produce timely and effective management reports. Up to the minute summaries of patrol unit activity are available to line commanders at district stations. SFPD's management receives summary reports covering categories such as patrol response times and workload. San Francisco's CAD system is integrated with the SFPD's overall law enforcement information system which processes incident reports, arrest histories and many other types of criminal justice information. The CAD is connected to Regional, State and National law enforcement networks, so that the dispatcher has access to a full range of computer technology through a single system. However, even with all of its capabilities, the CAD system's effectiveness is dependent on the effectiveness of the human dispatcher it is designed to assist.

#### Budget

The Police Department Communications Control Center has an approved 1987-88 budget of \$7,111,690 and 142 authorized full-time staff positions as shown below:

1	1424	Clerk Typist
2	8213	Police Services Aide
101	8238	Police Communications Dispatcher
2	8239	Senior Police Communications Dispatcher
16	Q2PA	Police Officer
5	Q2PR	Police Officer
3	Q50PA	Sergeant
8	Q50PR	Sergeant
2	Q60PA	Lieutenant
1	Q60PR	Lieutenant
1	Q80PA	Captain
<u>142</u>		Total

The 1987-88 approved budget for the program called Communications is made up of two departmental units: Communications and Information Management Systems Division (IMSD). As of August, 1987 the Communications Unit (Dispatch) reported the following authorized positions:

10	Q2	Police Officers
9	Q50	Police Sergeants
2	Q60	Police Lieutenants
2	1424	Clerk Typists
101	8238	Police Communications Dispatcher
<u>2</u>	8239	Senior Police Communications Dispatchers
<u>126</u>		Total

Of the remaining 16 positions (142 less 126) reflected in the approved 1987-88 budget, 5 positions are assigned to IMSD and 11 are assigned to other duties.





## 911 Public Services Answering Point (PSAP)

The San Francisco Police Department's Communications Control Center is designated as the Public Services Answering Point for 911 calls in the City and County of San Francisco. Operators are responsible for the orderly transfer of emergency service requests to the Department of Health, San Francisco Fire Department and other agencies. The San Francisco Police Department's 911 operators are also responsible for the processing of all police emergency services. 911 requires two answering position groups, the emergency primary positions (911) and the secondary positions (553-0123).

### Primary Answering Positions

The operators answer a 911 call by stating "911 emergency" and pause to allow the caller to specify which service is needed (Police, Health, Fire or other). The operator gathers, as rapidly and completely as possible, any relevant information the caller can provide. Non-valid 911 calls are transferred to secondary positions as soon as possible in order to make the operators available for the next 911 call. 911 calls that are deemed false are terminated by utilizing the "forced disconnect", a feature that allows the operator to force release of an incoming 911 trunk, thus freeing it to receive calls.

### Secondary Answering Positions

The Communications Control Center telephone evaluator (operator) is responsible for processing calls transferred to secondary positions by the operators and calls for services received via the Automatic Call Distribution System (ACDS) lines for dispatch of field units. ACDS routes incoming calls to the next available line on the 553-0123 trunks (secondary positions). ACDS also evenly distributes the calls among those operators plugged into the 553-0123 trunks. Each complaint is evaluated to determine the type of crime and the urgency of the situation by interrogation of the caller in a professional manner, omitting extraneous conversation. Routine complaints should be handled within sixty seconds. However, secondary operators must be aware that an emergency call could be received via the ACDS from a person who uses the 553-0123 number instead of 911.

If a complaint is a non-police related incident, the caller is to be referred to the non-police agency that is best suited to meet the caller's needs. For non-police related incidents, a complaint file is created in CAD. It is coded as "advised" and a statement concerning the action taken is entered.

### Overall Performance of Communications Control Center

While actual dispatch performance was not a primary focus of this management audit, we have reviewed the Communications Control Center's performance statistics for the first 6 months of 1987. They are shown below:

#### Average Dispatch Time

Priority	January - March		April - June	
	Time	# Events	Time	# Events
A	0.52 mins.	3,679	0.52 mins.	3,941
B	1.21	13,824	1.24	16,533
C	12.26	45,653	13.36	55,084
Total	9.20	63,156	10.16	75,558





#### Definitions of Priority Categories:

A - Highest priority emergency calls to be dispatched within one minute.

B - Second priority emergency calls, to be dispatched within two minutes.

C - Lowest priority non-emergency calls (e.g. caller's home has been burglarized), to be dispatched within 30 minutes.

It should be noted that the times shown above are dispatch times only. Travel time should be added to dispatch time to determine total response time to 911 calls. As can be seen, dispatch time for the highest priority calls (Priority A) was under one minute and Priority B calls were over one minute, but well under the two minute objective, during the first six months of 1987. The lowest priority calls, on the other hand, took 12-13 minutes, on average, to be dispatched. However, this time was also well under the 30 minute objective.



## SECTION I: THE POLICE COMMUNICATIONS DISPATCHER EXAMINATION

THE EXAMINATION PROCESS FOR THE POLICE COMMUNICATIONS DISPATCHER POSITION DOES NOT REFLECT THE STRESSFUL NATURE OF THE JOB, AND AS A RESULT, THE RATE OF SUCCESSFUL COMPLETION OF THE TRAINING PROGRAM AND PROBATIONARY PERIOD IS VERY LOW. ALSO, A REVISION OF THE EXAMINATION PROCESS TO INCLUDE SIMULTANEOUS TESTING OF THE VARIOUS JOB-RELATED SKILLS SHOULD IMPROVE THE QUALITY OF DISPATCH TRAINEES.

The recruitment, testing and selection processes for applicants for the position of Police Communications Dispatcher need to be reevaluated in terms of the current skills, knowledge and stress management abilities required for success on the job. The current minimum requirements for the Police Communications Dispatcher position consists of the following:

- Two years of experience in a public contact position providing information in person or by telephone. Examples would be: clerical positions with heavy public contact (e.g., answering complaints); sales; telephone operation; or dispatching work.
- Normal hearing ability.
- Willingness to work weekends, nights, holidays and overtime.
- Ability to work under stressful conditions.
- Ability to type and operate a computer data terminal at 35 words per minute.

The above minimum qualifications are low and general in nature, as they should be for an entry-level position such as Police Communications Dispatcher. The low minimum qualifications increase the applicant pool and ensures a variety of applicants that should reflect the overall demographic make up of San Francisco. However, because of the critical nature of the dispatch function (often involving life or death situations), the examination process for the position should be stringent and should, as nearly as possible, reflect the conditions to be encountered on the job.

At present, a three-part examination is given to those applicants who meet the minimum qualifications. The examination consists of the following:

- Typing Test: Successful candidates must pass the typing test with a minimum of 35 words per minute. The typing test is waived for those candidates who possess a valid Civil Service typing certificate and attach a copy to their application. This part of the examination is scored on a pass/fail basis.
- Performance Test: Candidates who pass the typing test will be evaluated based on a simulated work situation to determine their relative skills and abilities. This part of the test has a maximum score of 400 points.





- Oral Interview: Candidates who successfully complete the prior parts of the examination will be tested on oral communication skills and on their ability to evaluate situations and make sound decisions. This part of the test has a maximum score of 600 points.

The maximum total points on the examination is 1,000.

The performance test segment of the examination is the area where improvements can be made to more accurately simulate actual on-the-job working conditions. During our interviews of the two Training Supervisors (Senior Police Communications Dispatchers), we asked what were the most common deficiencies they noticed in trainees who were unable to successfully complete the training. The Training Supervisors developed the following list of deficiencies:

1. Inability to type, talk and listen simultaneously.
2. Lack of familiarity with the geography of San Francisco.
3. Inability to speak and/or understand English (mostly affects bilinguals).
4. Inability to speak and read clearly and effectively.
5. Insufficient typing skills (should be able to type 40-45 words per minute but the test only requires a minimum of 35 words per minute).
6. A lack of maturity to handle the stress of the job.

While the above items are not listed in terms of priority, the Training Supervisors agreed that the most critical deficiency in terms of ability to handle the stress of the job is the inability to talk, type and listen simultaneously. The performance test should be developed based on input from the Training Supervisors and other supervisory and management staff of the Communications Center.

### Current Performance Test

The performance test is composed of two stations consisting of three segments each. The three segments of the first station consist of (1) a message transmission console, (2) a simulated emergency phone call and (3) a chart to identify street names from an alphabetical listing. The simulated radio transmission from the console involves the use of the transmit button which must be depressed while the candidate reads a message from a radio message card by following a set of pre-recorded instructions. A Civil Service Commission proctor reads (silently) along with the candidate to ensure that the message is read completely and accurately; the transmit button is released when the message is completed. The proctor will check the "complete" item if the candidate successfully finishes in the allotted time. Otherwise, the item is left blank. This segment tests the candidate's ability to follow instructions (listening) and transmit messages via a two-way radio.



During the second segment of station number one, two calls are made on separate lines ten seconds apart. The candidates are responsible for answering both calls and responding to the most urgent call first. During the response to the most urgent call, the relevant information is obtained and recorded on a form provided by the proctor who administers the examination and evaluates the candidate. This segment of the examination has been recently changed to more accurately reflect the actual work situation. Candidates are now required to talk, type and listen simultaneously. This is achieved by placing a typewriter in front of the candidate to simulate a computer keyboard and the relevant information is typed. Because this is a recent change, there have been no trainees who have received the new examination prior to enrollment in the Dispatch Training Program. While the above change to the examination more accurately reflects the actual working conditions, including background noise of calls being received and answered by other dispatchers would provide a more realistic simulation of the actual work situation.

In the third segment of station number one, a pre-recorded tape instructs the candidate to point out several streets to the proctor; the streets are identified from an alphabetized listing. The pre-recorded tape will pause for approximately twelve seconds to allow the candidate to locate the appropriate street on the list. Should the candidate fall behind and lose pace with the recorded instructions, he/she is to continue with the next street name from the recording. The proctor provides no assistance to candidates during this segment of the examination. Because the Training Supervisors have identified lack of knowledge of the City's geography as a major deficiency of many of the dispatch trainees, a map of San Francisco should be provided with candidates required to identify not only the name of streets, but also their location.

Station number two is composed of the following three segments:

- Segment #1 - Radio Codes: On a blank answer sheet, the candidates are instructed to write down radio codes exactly as dictated by a pre-recorded tape. The pace at which the codes are dictated (codes are made to sound like a radio transmission) is increased as this segment progresses toward its conclusion. This segment should be revised to have the candidate type the radio codes as they are "transmitted" to more accurately reflect the actual job situation.
- Segment # 2 - Paragraph: Candidates listen to a short paragraph and simultaneously take notes of relevant information. Immediately after this paragraph is completed, the candidates use their notes to answer questions presented from a pre-recorded tape; the tape allows approximately eight seconds to answer each question. Segment two of station number two should be revised to have candidates type their notes from the pre-recorded paragraph. This would more accurately reflect the actual job situation.
- Segment # 3 - Unit Identifiers: In this segment a pre-recorded tape instructs the candidates to write down on a blank answer sheet information transmitted by field units. Proctors are to check if the candidates have recorded the information verbatim on the answer sheet. This segment should also be revised to have candidates type the information transmitted by the field units; this would more accurately reflect the actual work situation.

The final step of the examination process is the oral interview. Upon successful completion of the typing and performance tests, candidates are tested on oral communications and their ability to evaluate situations and make sound judgments.





## RECOMMENDATIONS

We recommend that:

- The normal background noise of the Radio Room be added to the telephone calls received by applicants for the positions of Police Communications Dispatcher during Station 1, Segment 2 of the performance test.
- Station 1, Segment 3 of the performance test should be revised to have applicants for the position of Police Communications Dispatcher identify not only City street names, but also their location on a City map.
- Station 2, Segment 1 of the performance test should be revised to have the applicants for the position of Police Communications Dispatcher type the radio codes dictated from a pre-recorded tape rather than write them down; this covers an additional skill that is required on the job (listening and typing simultaneously).
- To more accurately reflect the skills required on the job, applicants for the position of Police Communications Dispatcher should be required to type the relevant information obtained from the pre-recorded tape during Station 2, Segment 2 of the performance test.
- Applicants for the position of Police Communications Dispatcher should be required to type the verbatim pre-recorded transmission (Station 2, Segment 3 of the performance test) of information from field units rather than write the information down since typing more accurately reflects the skills required on the job.

## BENEFITS

The benefit of implementing the recommendations would result in improved screening of applicants for the position of Police Communications Dispatcher who would then be better qualified to succeed in the Police Department's Dispatch Training Program.



## SECTION II: TRAINING FOR POLICE COMMUNICATIONS DISPATCHERS

THE TRAINING PROVIDED TO THE POLICE COMMUNICATIONS DISPATCHER TRAINEES IS THOROUGH AND PROVIDES THE TRAINEES WITH BOTH THE CLASSROOM AND ON-THE-JOB TRAINING NECESSARY TO BECOME A COMPETENT DISPATCHER. HOWEVER, THE TRAINING PROVIDED TO THOSE PERSONNEL WHO TRAIN, SUPERVISE AND EVALUATE THE TRAINEES IS NOT ADEQUATE TO ASSURE THE DEVELOPMENT OF A HIGH DEGREE OF COMPETENCE FOR TRAINERS AND SUPERVISORS.

The majority of all training effort in the Communications Control Center is directed toward the training program for Police Communications Dispatchers. The dispatch training program has undergone a number of changes over the past six years due primarily to the changes that have occurred in the technology associated with the dispatch function. As a consequence the training program has had to be flexible and dynamic in its efforts to respond to the changing complexity of the job and the amount of information that must be assimilated and put into practice by the trainee dispatchers before they are required to perform as solo dispatchers without the assistance of a Dispatch Training Officer (DTO).

The Dispatch Training Program is designed to ensure valid, comprehensive training, as well as the objective evaluation of dispatch trainees during the training and probationary period. A Dispatch Training Officer is assigned on a one-to-one basis to assist the trainee throughout the on-the-job training period. The stated goals of the Dispatch Training Program include the following:

- To provide standardized training to all dispatch trainees.
- To provide the Dispatch Training Officer with the necessary guidelines to ensure uniform training of dispatch trainees.
- To establish and define the roles and responsibility of the Dispatch Training Officer and the Training Supervisor.
- To establish a job-related evaluation process to objectively measure the progress of in-training dispatchers, which will effectively keep them appraised of their progress and reinforce expected standards of performance, and
- To ensure that when the training program is completed, the trainee's performance meets or exceeds that required of a solo dispatcher.

To accomplish the above goals, experienced dispatchers are selected to serve as Dispatch Training Officers. The DTO has three primary roles, that of a dispatcher assuming the full responsibility of the position, that of a trainer of new dispatchers and that of an objective evaluator of standards of performance required to perform all of the duties associated with the Police Communications Dispatcher position. The DTO is required to prepare daily, written evaluations of the trainee's performance with sufficient documentation to ensure that the trainee and the Operational and Training Supervisors know, at any point in time, the trainee's progress toward the objective of





becoming an effective Police Communications Dispatcher. The DTO makes recommendations to the Training Supervisor when the DTO believes that the trainee has gained sufficient skill and knowledge to operate as a dispatcher. The DTO also has the responsibility for recommending termination of the trainee when an objective evaluation and documentation indicate that after reasonable remedial efforts, the probability of the trainee successfully meeting the required job performance standards are virtually non-existent. The DTO has a high level of responsibility in that the image and future of the dispatch operation is dependent to a large extent on their decisions regarding the abilities of dispatch trainees.

### Selection of Dispatch Training Officers and Training Supervisors

Dispatch Training Officers are selected by the Training Supervisor on a volunteer basis. The Training Supervisor makes an assessment based on her experience with each of the experienced dispatchers. Those who are not expected to do well in a trainer capacity are not requested to volunteer for DTO duties. The DTOs are provided a copy of the training manual which contains copies of all of the evaluation forms that will be used in the training of new dispatchers. The Training Supervisor provides instruction to the DTOs as to how to complete each of the evaluation forms for which the DTOs will be responsible (See Appendix I for examples of the various evaluation forms). The dispatchers selected to be DTOs receive \$1.40 per hour training differential as additional compensation for the DTO duties and responsibilities; some experienced dispatchers feel that the additional compensation is not worth the added responsibility of being a DTO. Because the ability of the Training Supervisor to obtain DTOs is dependent on who decides to volunteer and who may have a need for the additional \$1.40 per hour, the quality of those experienced dispatchers who serve as DTOs varies from one training class to the next.

There are two classifications of dispatcher assigned to the communications center; Police Communications Dispatchers and Senior Police Communications Dispatchers. There are two Senior Police Communications Dispatchers in the Communications Center and both are assigned to the training function. One of the Senior Dispatchers develops and administers the classroom portion of the training for trainee dispatchers, while the other Senior Dispatcher serves as Training Supervisor and supervises the DTOs and trainee dispatchers during the on-the-job training received in the Dispatch Training Program. The DTOs come from the ranks of the Police Communications Dispatcher. The Police Communications Dispatchers and the Senior Police Communications Dispatchers both receive minimal amounts of training related to preparing them to be trainers and supervisors (evaluators of performance).

Just as there must be a great deal of thought and program preparation involved in the initial selection process for those who apply to the Dispatcher Training Program, there should also be a great deal of thought and program preparation involved in the selection, training, development and compensation of the DTOs and Senior Dispatchers who are given the responsibility for training and evaluating the development of trainee dispatchers. There is a need for training of the two Senior Dispatchers in the areas of instruction, supervision and evaluation of performance; there is also a need for those dispatchers selected as DTOs to receive training in instruction and effective performance evaluation. Additionally and of equal importance is the need for the development of a stable corps of DTOs who should receive compensation and status commensurate with the added responsibilities of being a DTO. This could be achieved by having the Civil Service Commission create a position that is intermediate between the dispatcher and senior dispatcher positions.



The two Senior Dispatchers currently working in the communications center should be enrolled in a training program designed to teach the latest training techniques and to develop their skills as trainers. After assuming the positions as Senior Dispatchers, these two individuals received a one-day training program related to training techniques; neither has received any subsequent training in the areas of supervision nor performance evaluation.

### Responsibilities and Training Received by Operations Supervisors (Police Sergeants)

There are three primary and two overlapping eight-hour shifts used to carry out the SFPD's daily dispatch function. Each of the eight-hour shifts is supervised by three Operations Supervisors who are uniformed Police Sergeants. Under normal circumstances there are three Operations Supervisors working on each primary shift. The main concern of the Operations Supervisors is the quality of dispatch work. The Operations Supervisors can use the computer to query the dispatch assignments made by dispatchers, the telephone in the supervisors' office to monitor the phone calls received by any dispatcher and a headset to listen to the conversation of any dispatcher.

Those Police Communications Dispatchers who have successfully completed the Dispatch Training Program are evaluated on their performance semi-annually. The operations supervisors perform these semi-annual evaluations and make one of three possible recommendations; continued employment, need for additional training or termination. The Operations Supervisors receive four weeks of training specific to the dispatch function. Evaluation of the performance of dispatchers is a part of this training course. Additionally, each Operations Supervisor has received two weeks of supervisory training during Sergeants' School.

Prior to fiscal year 1987-88 the Sergeants who work as Operations Supervisors had not been evaluated, but there has been a preliminary evaluation done in July of 1987 of the Operations Supervisors and it is planned that the actual evaluations will be done in August of 1987.

### RECOMMENDATIONS

We recommend that:

- The two Training Supervisors, Senior Police Communications Dispatchers, receive instructional training to improve their supervisory skills and to obtain the skills and knowledge necessary for developing, implementing and evaluating training programs.
- The Civil Service Commission be requested by the SFPD to develop the specifications for a new intermediate level dispatch position with a salary set between the Police Communications Dispatcher and the Senior Police Communications Dispatcher.
- The required number of successful candidates from the new intermediate communications dispatcher position examination be selected as a permanent corps of Dispatch Training Officers.
- The Operations Supervisors who oversee the Communications Control Center be given additional training in the areas of supervision and performance evaluation.





- Performance evaluations of the Operations Supervisors, which have just been implemented this year by the department, should be continued and conducted at least once a year.

### BENEFITS

The primary benefit resulting from implementation of these recommendations would be improved training for the personnel who train, supervise and evaluate the Police Communications Dispatcher trainees. This would allow for greater consistency in the program's training and, ultimately, a more effective program.



### SECTION III: THE POLICE COMMUNICATIONS DISPATCHER EXAMINATION FOR BILINGUALS

BILINGUALS HAVE BEEN LESS SUCCESSFUL AT COMPLETING DISPATCH TRAINING THAN OTHER TRAINEES, EVEN THOUGH TEST STANDARDS FOR BILINGUALS ARE LOWER. 100 PERCENT OF THE TRAINEES WHO HAVE NOT SUCCESSFULLY COMPLETED THE LAST FOUR DISPATCH TRAINING PROGRAMS HAVE BEEN BILINGUAL. IT IS POSSIBLE THAT THERE COULD BE A BIAS IN THE TESTING AND TRAINING OF BILINGUALS RECRUITED FOR POLICE COMMUNICATIONS DISPATCHER POSITIONS.

#### Recruitment of Bilingual Dispatchers

The minimum qualifications for the Police Communications Dispatcher, Bilingual are the same as those for the Police Communications Dispatcher except that: the typing requirement is 30 words per minute, in contrast to 35 words per minute for non-bilingual dispatchers; the typing test section of the examination is replaced by a foreign language proficiency test; and bilingual dispatchers are subject to a typing skill demonstration at the time of appointment.

During the past year, there have been four training classes for new dispatchers. Of the four classes, two were composed entirely of bilingual trainees. Due to the amount of congestion created in the Radio Room during the on-the-job training portion of the Dispatch Training Program, the number of trainees per training class is limited to six participants. The first training class of the year was a bilingual class with six participants. Two of the six participants were able to successfully complete the training. The second training class was also a bilingual class with five participants, one of whom was able to successfully complete the training. The third training class had six participants of which one was from the bilingual list; the bilingual trainee was the only one who did not successfully complete the training. The fourth class, which is currently undergoing the training, had six participants two of whom were bilingual. One of the bilingual participants has dropped out of the training program. Thus far, all of the trainees (10) who have not successfully completed the training have been bilingual trainees as shown in the following chart:

Dispatch Training Program Results

<u>Training Class Number</u>	<u>Total Trainees</u>	<u>Total Bilingual Trainees</u>	<u>No. of Trainees Successfully Completing Training</u>	<u>No. Bilinguals Successfully Completing Training</u>	<u>% Bilinguals Successfully Completing Training</u>
1	6	6	2	2	33%
2	5	5	1	1	20%
3	6	1	5	0	0
4	<u>6</u>	<u>2</u>	<u>5</u>	<u>1</u>	<u>50%</u>
Total	23	14	13	4	29%

NOTE: Since March of 1986, there have been 10 trainees who did not successfully complete the Dispatch Training Program; all 10 (14 less 4) were bilingual trainees.





It should be noted that trainees drop out for personal reasons as well as reasons related to the training program. However, the fact remains that proportionately less bilinguals have completed the training program than is true for those trainees who speak English only.

Since the two Training Supervisors have had only one day of training relating to their roles as trainers, some additional expertise such as an outside training consultant is needed in the areas of training program development and presentation. A training consultant could also provide an evaluation of the training needs of the two Training Supervisors.

Since the Dispatch Training Program has not been successful in its efforts to successfully recruit bilingual dispatchers, one of the minority (bilingual) dispatchers currently employed by the SFPD Communication Control Center could be able to assist in structuring the training to more adequately meet any special needs that bilingual trainees might have. The high failure rate for bilingual trainees indicates that there could be a bias in the testing and/or training programs.

### RECOMMENDATIONS

We recommend that:

- a training consultant be hired to assist the training staff in their development of presentation methods and performance evaluation procedures with particular emphasis placed on the training of bilingual recruits.
- at least one ethnic minority be a part of the permanent training staff of the Dispatch Training Program.

### BENEFITS

The primary benefit of implementing the above recommendations would be the development of a training curriculum, presentation methods and training staff that are better equipped to achieve the objectives of the Dispatch Training Program, namely the production of qualified dispatchers, particularly bilinguals. In addition, implementation of our recommendations should result in improvements in the Dispatch Training Program so that more bilinguals complete it successfully. When this is accomplished, the Police Communications Center will be better able to respond to calls, regardless of the language spoken by the caller.

It is estimated that it would cost between \$3,000 and \$5,000 for 100 hours of training consulting services.



#### SECTION IV: UNDERSTAFFING OF THE DISPATCHER POSITIONS AND THE ELIMINATION OF UNIFORMED POLICE OFFICERS AS DISPATCHERS

UNDERSTAFFING OF THE DISPATCH FUNCTION INCREASES THE LEVEL OF STRESS FOR THOSE DISPATCHERS WHO ARE REQUIRED TO WORK A SIGNIFICANT AMOUNT OF OVERTIME. REPLACEMENT OF THE 15 UNIFORMED POLICE OFFICERS, WHO ARE DETAILED TO DISPATCH FOR 60 DAY PERIODS THROUGHOUT THE YEAR WITH CIVILIAN POLICE COMMUNICATIONS DISPATCHERS, WOULD IMPROVE THE OVERALL QUALITY OF THE DISPATCH OPERATION AND WOULD ENABLE THESE UNIFORMED PERSONNEL TO RETURN TO OTHER POLICE DUTIES.

The FY 1987-88 approved budget for the Communications Control Center included 101 Police Communications Dispatcher (8238) positions. During the past thirteen months, the number of dispatchers available to work in the Radio Room decreased by one. In June of 1986 there were ninety-two dispatchers and two senior dispatchers available for duty. By July of 1987, the number of dispatchers available for duty was ninety-one in addition to the two senior dispatchers. The lowest number of available dispatchers during the thirteen month period was eighty-one for the months of September and October 1986 (due primarily to a hiring freeze). This decrease occurred even though there had been seventeen trainees who had entered the Dispatcher Training Program; eight trainees successfully completed the training program during this thirteen month period. There were six trainees enrolled in the current Dispatch Training Program, and two trainees had quit the program as of the writing of this report. Since trainees are counted in the Communications Control Center's staffing ceiling, the available dispatch staff has decreased by at least two filled positions during this management audit.

Due to the physical limitations of the Radio Room and the decrease in efficiency of dispatching for trainees as well as DTO's (experienced dispatchers who work one-to-one with a trainee) during on-the-job training, the maximum number of trainees currently accepted for each training class is six. The current Dispatch Training Program lasts approximately eight months (33 weeks). Even with an eighty-three percent (5 out of 6) successful completion rate, it would take almost two years to achieve full staffing of the dispatcher positions. If there were zero turnover, it would take slightly more than a year to achieve full staffing (14 weeks remaining in current class plus several weeks to evaluate the current training process plus 33 weeks for a second training class).

In an effort to compensate for the shortage of dispatchers, approximately 15 uniformed police officers are detailed to the dispatch function for 60 day periods throughout the year. These officers are not usually pleased with being detailed to dispatch duty, and they do not perform the full range of duties carried out by regular Police Communications Dispatchers. Those Operations Supervisors interviewed and the Training Supervisors believe that the overall quality of the dispatch operations would be improved were the police officers detailed for 60 days to dispatching replaced by full-time civilian Police Communications Dispatchers. Additional benefits of fully staffing the dispatch function would be improved employee morale, less absenteeism due to stress, a decrease in the necessity for working overtime, a lower rate of employee turnover and 15 additional uniformed police officers who would be available for other police duties.





In its efforts to cope with the high level of stress encountered by the dispatch staff, the management of the Communications Control Center has established a "quiet room". This "quiet room" is a small room located just off the Radio Room and contains a couch, several chairs, a desk and a radio with a headset. Dispatchers who need relief from intense stressful situations can take time in this "quiet room" to recuperate to the point that they are able to carry out their dispatch duties in a normal manner.

### RECOMMENDATION

We recommend that:

1. The management of the Communications Control Center establish the objective of fully staffing the dispatch function during the 18 months following the development of new classroom training and on-the-job training program.
2. All uniformed police officers who are detailed throughout the year for 60 days of dispatch duties should be replaced by civilian Police Communications Dispatchers.
3. Those staff who voluntarily terminate employment as dispatchers should be debriefed in an effort to determine what actions can be taken by management to lessen the rate of turnover.

### BENEFITS

The benefits of implementing the recommendations are that 15 additional uniformed police officers would be available for other police duties and that the quality of the dispatch operation should improve since all dispatchers would have no other duties than dispatching.







Star:

[illegible]





NAME \_\_\_\_\_

ATTENDANCE TRACKING CALENDAR USED FOR ALL

1987 Appendix 1  
Page 3 of 11

## ASSIGNED PERSONNEL, SWORN AND CIVILIAN

## January 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## February 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

## March 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## April 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
	27	28	29	30		

## May 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

## June 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## July 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## August 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

## September 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

## October 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
	26	27	28	29	30	31

## November 1987

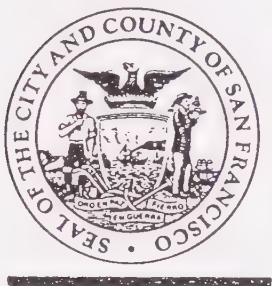
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## December 1987

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

ATTENDANCE RECORD





# Sergeant Performance Evaluation

SAN FRANCISCO POLICE DEPARTMENT

IDENTIFICATION:

LAST NAME, FIRST, MIDDLE INITIAL		STAR NO.	APPOINTMENT DATE	RANKING
ASSIGNMENT:	BUREAU	REASON FOR EVALUATION <input type="checkbox"/> QUARTERLY <input type="checkbox"/> OTHER <input type="checkbox"/> FOLLOW-UP		
	PERIOD OF EVALUATION FROM: TO:		PROBATION ENDS	





II. PERFORMANCE FACTORS - TO WHAT DEGREE HAVE THE FOLLOWING BEEN DEMONSTRATED

A. SUPERVISION

1. DIRECTS SUBORDINATE PERFORMANCE TO MAXIMIZE PRODUCTIVITY.
2. ASSESSES AND RATES SUBORDINATES' CAPABILITIES AND PERFORMANCE.
3. STRUCTURES AND NOURISHES A BUSINESSLIKE ENVIRONMENT.
4. INSTRUCTS SUBORDINATES, FORMALLY AND INFORMALLY.
5. CONVEYS INFORMATION.

COMMENTS: \_\_\_\_\_

1	2	3	4	5

B. ANALYTICAL/DECISION-MAKING

1. PERCEIVES PATTERNS.
2. DISCRIMINATES DETAIL.
3. COMPARES PRESENT WITH PAST EXPERIENCE, NOTES DIFFERENCES.
4. CORRELATES FACTS AND EVIDENCE INTO A LOGICAL SEQUENCE.
5. IDENTIFIES PROBLEMS AND MAKES LOGICAL DECISIONS BASED UPON ANALYSIS OF THE SITUATION.
6. RECOGNIZES WHEN TO TAKE ACTION AND WHAT KIND OF ACTION IS APPROPRIATE.

COMMENTS: \_\_\_\_\_

1	2	3	4	5

C. PLANNING AND ORGANIZING

1. DETERMINES AND ESTABLISHES PRIORITIES.
2. SETS STANDARDS AND/OR DEVELOPES GENERAL GUIDELINES.
3. IDENTIFIES POTENTIAL PROBLEM SITUATIONS AND DEVELOPS APPROPRIATE COURSES OF ACTION AND ALTERNATIVES.
4. ANTICIPATES CONSEQUENCES.
5. COORDINATES ACTIVITIES.
6. DELEGATES TASKS AND RESPONSIBILITY.

COMMENTS: \_\_\_\_\_

1	2	3	4	5

D. INTERPERSONAL

1. SHOWS CONCERN FOR INDIVIDUALS AND SENSITIVITY TO PERSONAL DIFFERENCES AND FEELINGS.
2. EXERCISES SELF-CONTROL PREVENTING EMOTION FROM INTERFERING WITH DECISION-MAKING.
3. EXERCISES TACT, SELF-RESTRAINT, AND PERSUASION IN DEALING WITH A VARIETY OF PEOPLE.
4. MAINTAINS A PROFESSIONAL MANNER AND DEMEANOR.
5. FOLLOWS THROUGH ON PROMISED ACTIONS.

COMMENTS: \_\_\_\_\_

1	2	3	4	5

E. COMMUNICATION AND COMPREHENSION

1. OBSERVES, ASSIMILATES AND RECALLS FACTS AND DETAILS.
2. WRITES CLEARLY, CORRECTLY AND EFFECTIVELY.
3. SYNTHESIZES KNOWLEDGE INTO A LOGICAL AND COMPREHENSIVE WRITTEN STATEMENT.
4. SPEAKS IN A PRECISE AND UNDERSTANDABLE MANNER TO PERSONS OF VARIOUS BACKGROUNDS.
5. COMMUNICATES IN A FIRM, AUTHORITATIVE, AND COURTEOUS MANNER.
6. LISTENS AND RESPONDS APPROPRIATELY TO INSTRUCTIONS, INFORMATION AND PROBLEMS.

COMMENTS: \_\_\_\_\_

1	2	3	4	5



## III. SUMMARY RATINGS-BASED ON THE EXTENT TO WHICH S/HE DEMONSTRATES THE FOLLOWING:

## A. PERFORMANCE FACTORS AVERAGE

1. SUPERVISION \_\_\_\_\_
2. DECISION MAKING \_\_\_\_\_
3. PLANNING AND ORGANIZING \_\_\_\_\_
4. INTERPERSONAL \_\_\_\_\_

5. COMMUNICATION AND COMPREHENSION, \_\_\_\_\_

## B. OVERALL RATING-TAKING INTO ACCOUNT ALL THE ABOVE RATED FACTORS

UNSATISFACTORY ☐ IMPROVEMENT NEEDED ☐ SATISFACTORY ☐ EXCEEDS STANDARDS ☐ EXCEPTIONAL ☐

## IV. REPORTING SUPERVISOR

NAME, WORK SITE

DATE OF EVALUATION

REPORTING SUPERVISOR'S SIGNATURE

TITLE AND RANK

## V. SERGEANT'S COMMENTS

- ☐ I AGREE WITH THIS REPORT ☐ I DO NOT AGREE WITH THIS REPORT ☐ I REQUEST A CONFERENCE WITH THE REVIEWING OFFICER
- ☐ REBUTTAL ATTACHED

SERGEANT'S SIGNATURE

DATE

## VI. REVIEWER'S CERTIFICATION

- ☐ I CERTIFY THAT I HAVE REVIEWED THIS EVALUATION ☐ I HAVE TAKEN THE FOLLOWING ACTION:

NAME

TITLE

RANK

DATE OF REVIEW

REVIEWER'S SIGNATURE



DOCUMENTATION OF PERFORMANCE AND COMMENTS:

DATE





City  
and  
County  
of  
San Francisco

Appendix 1  
Page 8 of 11

Performance Appraisal Report

Identification

1 LAST NAME FIRST NAME, MIDDLE INITIAL	2 CLASS No. AND TITLE		3 STATUS
4 WORK LOCATION & DIVISION	5 DEPARTMENT	6 REASON FOR REPORT	7 1st DATE IN CLASS
	8 PERIOD OF REPORT FROM TO		9 PROBATION ENDS



# I. Duties and Responsibilities/Performance Criteria

Appendix 1  
Page 9 of 11

Working a two-way radio to police units on the street, at the same time monitoring the portable radio channel. Dispatching and maintaining a constant status of all units on routine and emergency assignments, using the CAD computer system. Services all requests from field units. Working the computer terminals, running subjects, vehicles, articles, guns, and driver's licenses and other requests from units. At the channel positions dispatchers are responsible for answering calls from the stations and direct lines to the channels. During an emergency it is the dispatcher's responsibility to make all notifications and coordinate the situation with units on the street. Dispatchers must also be able to maintain control under stress where emergency situations arise.

Phones: Screening all calls from the public. Entering complaints into the CAD system and establishing the priority and code to which they will be dispatched. Advising the public on procedures and Penal Code sections. Answering all direct lines to CHP, Park Police, EMS, and 9-1-1.

## DEFINITIONS OF RATINGS

Use the following definitions to identify employee's level of performance when rating factors in Sections II, III and IV.

COMPETENT AND EFFECTIVE	Performs assigned duties at an acceptable level through demonstrated application of skills.
EXCEEDS STANDARDS	Performs assigned duties in a manner indicating exceptional understanding of essential functions. Results achieved are often better than expected of performance rated "Competent and Effective," but not of such uniqueness as to warrant an "Outstanding" rating.
OUTSTANDING	Performs assigned duties in a manner demonstrating mastery at every level of major responsibility. Results achieved are well beyond the level of performance rated "Exceeds Standards."
DEVELOPMENT NEEDED	Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.
UNACCEPTABLE	Even under close direction, performance does not demonstrate the ability and/or willingness to produce required results.





## II. Performance Factors *(Required for all employees)*

Appendix 1  
Page 10 of 11

Competent/Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
<b>1. ATTENDANCE AND PUNCTUALITY</b>				
GOOD OBSERVANCE OF WORKING HOURS; ONLY ROUTINE ABSENCE FROM WORK <input type="checkbox"/>	VERY PUNCTUAL AND DEPENDABLE <input type="checkbox"/>	EXTREMELY PUNCTUAL AND DEPENDABLE <input type="checkbox"/>	HIGH RATE OF LATENESS AND/OR ABSENCE FROM WORK <input type="checkbox"/>	EXCESSIVE AND PERSISTENT PATTERN OF LATENESS AND/OR ABSENCE FROM WORK <input type="checkbox"/>
<b>2. KNOWLEDGE OF JOB</b>				
WELL-INFORMED ON IMPORTANT PHASES OF THE JOB <input type="checkbox"/>	WELL-INFORMED ON ALL PHASES OF THE JOB <input type="checkbox"/>	EXCEPTIONAL KNOWLEDGE AND UNDERSTANDING OF THE JOB <input type="checkbox"/>	LACKS KNOWLEDGE OF SOME IMPORTANT PHASES OF THE JOB <input type="checkbox"/>	INSUFFICIENT KNOWLEDGE TO PERFORM THE ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
<b>3. QUANTITY OF WORK PERFORMED</b>				
QUANTITY OF WORK MEETS ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK OFTEN EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK CONSISTENTLY EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK DOES NOT MEET JOB REQUIREMENTS IN SOME AREAS <input type="checkbox"/>	QUANTITY OF WORK FAILS TO MEET ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
<b>4. QUALITY OF WORK PERFORMED</b>				
QUALITY OF WORK MEETS ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK OFTEN EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK CONSISTENTLY EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK DOES NOT MEET JOB REQUIREMENTS IN SOME AREAS <input type="checkbox"/>	QUALITY OF WORK FAILS TO MEET ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
<b>5. EFFECTIVENESS IN WORKING WITH OTHERS</b>				
WORKS EFFECTIVELY WITH OTHERS <input type="checkbox"/>	WORKS EFFECTIVELY WITH OTHERS UNDER DIFFICULT CIRCUMSTANCES <input type="checkbox"/>	ACTIVELY PROMOTES GOOD RELATIONS WITH OTHERS <input type="checkbox"/>	OCCASIONALLY HAS DIFFICULTY IN WORKING WITH OTHERS <input type="checkbox"/>	SERIOUS INATTENTION TO NEEDS OF OTHERS AND/OR CONTINUED CONFLICT WITH OTHERS <input type="checkbox"/>
<b>6. ADAPTABILITY TO WORK SITUATION</b>				
EFFECTIVELY ADAPTS TO DAY-TO-DAY DEMANDS OF THE JOB <input type="checkbox"/>	PERFORMS WELL EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS <input type="checkbox"/>	PERFORMS EFFECTIVELY IN CRISIS SITUATIONS <input type="checkbox"/>	PERFORMANCE CONSISTENTLY DECLINES IN OTHER THAN ROUTINE SITUATIONS <input type="checkbox"/>	DOES NOT ADAPT TO ROUTINE DEMANDS OF THE JOB <input type="checkbox"/>
<b>7. USE OF MATERIALS AND EQUIPMENT</b>				
ROUTINELY CONSERVES MATERIALS AND/OR MAINTAINS EQUIPMENT <input type="checkbox"/>	OBTAINS MAXIMUM UTILIZATION OF MATERIALS AND/OR EQUIPMENT <input type="checkbox"/>	DEVELOPS IMPROVED TECHNIQUES FOR THE USE OF MATERIALS AND/OR EQUIPMENT <input type="checkbox"/>	OCCASIONALLY WASTEFUL AND/OR CARELESS <input type="checkbox"/>	UNACCEPTABLY WASTEFUL AND/OR CARELESS <input type="checkbox"/>
<b>8. SAFETY</b>				
ROUTINELY OBSERVES ALL SAFETY PRACTICES <input type="checkbox"/>	IDENTIFIES AND REPORTS SAFETY HAZARDS <input type="checkbox"/>	CONSISTENTLY IDENTIFIES SAFETY HAZARDS AND INITIATES CORRECTIVE ACTION <input type="checkbox"/>	OCCASIONALLY DISREGARDS SAFETY PRACTICES <input type="checkbox"/>	SERIOUSLY DISREGARDS SAFETY PRACTICES <input type="checkbox"/>

## III. Managerial Factors *(Required for all supervisory personnel)*

Competent/Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
<b>1. COMMUNICATING</b>				
USUALLY COMMUNICATES CLEARLY AND PRODUCES EFFECTIVE LEVEL OF UNDERSTANDING <input type="checkbox"/>	FREQUENTLY USES LANGUAGE SKILLS TO PROMOTE OPTIMAL LEVEL OF CLARITY AND UNDERSTANDING <input type="checkbox"/>	CONSISTENTLY USES LANGUAGE SKILLS TO MANAGE INTERPERSONAL PROBLEMS EFFECTIVELY <input type="checkbox"/>	SOMETIMES FAILS TO COMMUNICATE CLEARLY RESULTING IN MISUNDERSTANDING AND/OR CONFUSION <input type="checkbox"/>	SERIOUS AND/OR PERSISTENT PROBLEMS USING LANGUAGE SKILLS <input type="checkbox"/>
<b>2. PLANNING</b>				
DEVELOPS NECESSARY GOALS AND PLANS AND EVALUATES RESULTS <input type="checkbox"/>	IDENTIFIES POTENTIAL PROBLEMS AND DEVELOPS CONTINGENCY PLANS <input type="checkbox"/>	PLANS CREATIVELY TO OPTIMIZE USE OF ALL RESOURCES <input type="checkbox"/>	POOR ATTENTION TO PLANNING AND/OR INEFFICIENT USE OF RESOURCES <input type="checkbox"/>	SERIOUS INATTENTION TO PLANNING AND/OR EXTREMELY WEAK IN UTILIZING RESOURCES <input type="checkbox"/>
<b>3. DECISION MAKING</b>				
USUALLY DEMONSTRATES SOUND EVALUATION OF FACTORS IN ROUTINE MATTERS <input type="checkbox"/>	DEMONSTRATES EXCEPTIONAL ABILITY TO SOLVE DIFFICULT PROBLEMS <input type="checkbox"/>	CONSISTENTLY DEMONSTRATES ABILITY TO SOLVE PROBLEMS OF A HIGHLY COMPLEX NATURE <input type="checkbox"/>	SOMETIMES OVERLOOKS AND/OR MISJUDGES BASIC FACTORS IN ROUTINE MATTERS <input type="checkbox"/>	SERIOUS INATTENTION TO DECISION MAKING; DECISIONS PRODUCE POOR RESULTS <input type="checkbox"/>
<b>4. DIRECTING AND MOTIVATING EMPLOYEES</b>				
EFFECTIVELY DIRECTS THE WORK OF EMPLOYEES <input type="checkbox"/>	MOTIVATES EMPLOYEES TO ACHIEVE HIGH PERFORMANCE <input type="checkbox"/>	IDENTIFIES EMPLOYEE POTENTIAL AND PROVIDES OPPORTUNITIES FOR OPTIMAL PERFORMANCE <input type="checkbox"/>	HAS DIFFICULTY IN DIRECTING AND/OR MOTIVATING EMPLOYEES <input type="checkbox"/>	SERIOUS INATTENTION TO DIRECTING AND/OR MOTIVATING EMPLOYEES <input type="checkbox"/>
<b>5. TRAINING AND DEVELOPING EMPLOYEES</b>				
MAKES PROVISIONS FOR EMPLOYEES TO ACQUIRE NECESSARY JOB SKILLS AND KNOWLEDGE <input type="checkbox"/>	ENCOURAGES EMPLOYEES IN CAREER DEVELOPMENT <input type="checkbox"/>	ACTIVELY PROVIDES EMPLOYEE TRAINING AND DEVELOPMENT OPPORTUNITIES <input type="checkbox"/>	SOMETIMES FAILS TO PROVIDE NEEDED TRAINING OR JOB INFORMATION TO EMPLOYEES <input type="checkbox"/>	SERIOUS INATTENTION TO EMPLOYEE TRAINING NEEDS <input type="checkbox"/>

## IV. Overall Evaluation

Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**V. Comments** *Must be completed according to instructions.*

Appendix 1

Page 11 of 11

- A. Facts/Specific Performance Documentation Adequate and accurate documentation is required.  
(Attach additional pages as necessary)

B. Employee Strengths:

C. Work Plan for Next Report Period:

D. Recommendations:

**VI. Reporting Manager**

1 NAME, WORK ADDRESS	2 CLASS No. AND TITLE	4. CONFERENCE REPORT WITH (Manager's Signature)
	3. DATE OF REPORT	5. SIGNATURE

**VII. Employee's Statement** *(See Handbook for Statement of Employee Rights)*

<input type="checkbox"/> I agree with this report. <input type="checkbox"/> I do not agree with this report. Sect. ____ No. ____ <input type="checkbox"/> I request a conference with the Reviewer. <input type="checkbox"/> Rebuttal attached.	2 DATE OF COUNSELING INTERVIEW
	3. SIGNATURE CERTIFIES I HAVE READ REPORT

**VIII. Reviewer's Certification**

1 NAME, WORK ADDRESS	2. CLASS No. AND TITLE	4. DATE OF CONFERENCE /INITIALS OF THOSE PRESENT
	3. DATE OF REVIEW	
5 <input type="checkbox"/> I certify that I have reviewed this report. <input type="checkbox"/> I have taken the following action:		6 SIGNATURE





POLICE DEPARTMENT  
CITY AND COUNTY OF SAN FRANCISCO  
HALL OF JUSTICE  
850 BRYANT STREET  
SAN FRANCISCO, CALIFORNIA 94103

ADDRESS ALL COMMUNICATIONS:

**FRANK M. JORDAN**  
CHIEF OF POLICE

08/26/87

IN REPLY, PLEASE REFER TO

OUR FILE: COMM/1105

Mr. Harvey Rose  
Budget Analyst  
Board of Supervisors  
Room 235 City Hall  
San Francisco, CA 94102

Subject: Response to Management Audit of the San Francisco  
Police Department Communications Division

Dear Mr. Rose:

As the Commanding Officer of the San Francisco Police Communications Division, I have reviewed your staff report to the Board of Supervisors. While I generally agree with the findings and recommendations presented in the report, I will comment briefly on each of the sections enumerated.

Section I

In this finding the report clearly speaks to the difficulty in selecting potentially successful candidates for the dispatcher training program. The stressful nature of the job is a primary consideration. The recommendations ask for more complex job-related tasks to be added to the entrance examination to validate the performance test as a selector of quality candidates.

I would add that the stressful nature of the job requires more than specific job skills. It requires personality traits that are compatible with the effective management of life threatening situations adjacent to routine requests for service.

The creation of a validated psychological profile for emergency services dispatcher and the addition of a testing vehicle for identifying salient personality traits in candidates should also be an objective of the Police Department and the Civil Service testing unit.





Other dispatch centers in California are pursuing this direction in testing, so research findings will be available.

## Section II

This finding points to the need for more adequate training for trainers and their supervisors. The recommendations ask for the creation of a new intermediate classification between dispatcher and senior dispatcher which will be responsible for training recruit dispatchers.

In fact the senior dispatcher position was created to perform that function as a primary duty, and there is a Civil Service list of candidates in existence already. The Communications Division has repeatedly asked for increases to the authorized positions for this classification but they have been repeatedly eliminated during each budget submission process.

The establishment of a premium pay differential for present trainers was done as a stop-gap solution to the unavailability of senior dispatcher positions to which permanent promotions could be made.

I would recommend that the Police Department increase the number of 8239 positions authorized to twelve (12) and promote ten (10) of the candidates on the list by 12/31/87 (that list expires in 1/88).

I would further recommend that a new classification be created for dispatch supervisor. This position would be used for personnel supervising the training programs as well as operations. The implementation of this classification would free a majority of the Police sergeants presently assigned to Communications for other assignments in patrol, while providing significant career development opportunities for a dispatch staff which presently has virtually no upward movement.



### Section III

This section finds that bilingual candidates have not been very successful at completing the dispatch training program. It points to possible bias in the testing and training of bilinguals, and recommends the use of a training consultant for assistance in developing a more relevant program. It also recommends that an ethnic minority be a permanent member of the training staff.

It should be pointed out that there was only one separate examination for bilingual dispatchers ever given and that eligible list has been exhausted. If there was a fault to be found in that examination process it was that it did not effectively select candidates with truly bi-lingual skills. Rather it selected a majority of candidates who could adequately interpret from Spanish to Chinese dialects, but who could not necessarily communicate effectively in English. Since approximately 80% of the job consists of listening and speaking skills and English is spoken about 95% of the time, the candidates selected were not adequately prepared to perform the majority of the tasks assigned in the training program.

I would recommend that future examinations give credit for skill in interpreting other languages above and beyond those English language communications skills necessary to perform the basic dispatch functions.

It should be further pointed out that the nature of the 9-1-1 calls answering system does not provide for the effective staffing of bilinguals to handle calls in their second language areas. Calls are evenly distributed mechanically to phone positions and cannot be transferred from one position to another, consequently, the potential for the correct bilingual to receive a call requiring translation is determined by chance. Because of this situation, the 9-1-1 system has a translation service available as a third-party add on for calls requiring a translator.

10 10 1

The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861. It is a very important document, as it is the first official communication from the President to the Congress since the inauguration of Abraham Lincoln. The letter discusses the state of the Union and the challenges facing the country at the time.

The second part of the document is a report from the Secretary of the Interior, dated January 1, 1861. It discusses the state of the Department of the Interior and the various matters under its jurisdiction. The report is a detailed account of the work of the department and the progress made during the year.

The third part of the document is a report from the Secretary of the Treasury, dated January 1, 1861. It discusses the state of the Department of the Treasury and the various matters under its jurisdiction. The report is a detailed account of the work of the department and the progress made during the year.

The fourth part of the document is a report from the Secretary of the War, dated January 1, 1861. It discusses the state of the Department of the War and the various matters under its jurisdiction. The report is a detailed account of the work of the department and the progress made during the year.



08/26/87

Page 4

I heartily agree with the recommendation regarding the use of a training consultant. This would be extremely valuable in developing more effective strategies for scheduling classes and retraining trainees.

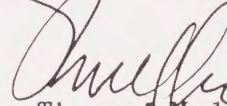
#### Section IV

This section sets objectives for staffing and recommends debriefing for all outgoing staff to determine causes for turnover.

I agree with all the findings and recommendations in this section.

I would like to thank your staff for their effort in conducting this audit. It is my sincere hope that the recommendations made will be implemented and that the anticipated benefits will occur.

Sincerely yours,



Thomas Mulkeen  
Lieutenant of Police  
Commanding Officer  
Communications Division

cc:Deputy Chief Victor Macia  
Technical Services Bureau

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